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Approved For Release 2000/08/07 : CIA-RDP80-01826R000700120009-7

22 February 1956

TO: Chairman, CIA Career Council

*Revised 12 Apr. '56*  
" 26 Apr. '56

SUBJECT: Individual Career Planning

Recommendations for the approval of the CIA Career Council are contained in paragraph 6, page 9.

1. PROBLEM:

- ✓ To establish an Agency-wide program of individual career planning on an orderly basis.

2. ASSUMPTIONS:

- ✓ a. A plan containing proposals for an individual's training and assignments for the foreseeable future serves as an incentive for the individual to do better work and to direct his interests to a long-term career in the Agency.
- ✓ b. A plan, which is compatible with an individual's known ability or his demonstrable potential, if designed in terms of the needs of the Agency, increases, when implemented, the individual's contributions to the mission of CIA.
- ✓ c. Individual Career Plans, approved by appropriate officials and made a matter of official record, assist Agency officials in meeting present and future personnel requirements and serve as a basis for estimating man power potential for future intelligence activities.

3. FACTS:

- ✓ a. Each member of the CIA Career Staff is assured that attention will be given to his personal progress. The Application for Membership in the Career Staff of CIA states, "... that with continuing satisfactory work performance and conduct on my part, just and equitable attention will be accorded my personal progress during my tenure in the Career Staff."

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✓ b. Regulation [REDACTED] places responsibility upon the Heads of Career Services:

- (1) To plan the utilization and development of members of their Service, including their training, assignment, rotation, and advancement, and
- (2) To plan the rotation and reassignment of members of their Service so as to enable that Career Service to meet long-range personnel requirements through orderly processes.

✓ c. Pertinent data concerning Individual Career Plans which have been prepared to date are tabulated in Appendix A.

o d. The Inspector General has stated that a large number of the complaints received in his Office from employees is related to job dissatisfaction. Many of these individuals feel that the Agency has not demonstrated sufficient interest in assisting them in the development of their careers. They also feel that the career service machinery does not afford any long-range co-ordination between the job and the individual.

o e. Pertinent statistics on Agency separations are shown in Appendix B.

h. DISCUSSION:

a. There is no established Agency policy providing guidance to the Heads of Career Services for the performance of their career planning function. As a result, career planning for individuals in the Agency is currently carried out in various ways. There is no uniformity in requirements or procedures for making and implementing future career plans for employees of the Agency.

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- b. The Heads of Career Services have submitted reports on their policies and accomplishments in regard to career planning. These reports include comments and suggestions in relation to individual career planning which shows that serious consideration has been given to this problem. Appendix C is a compilation of pertinent data and excerpts from these reports.
- c. There is no accurate way to determine to what extent informal career planning has been effected or for what percent of the employees of the Agency no plans of any kind have been made. Some Career Services have made great strides in establishing programs calling for written plans for the assignment, training and development of individuals under their jurisdiction, but on the whole this type of formal career planning is currently in its initial stage. Appendix A shows that as of 17 February 1956, a total of [REDACTED] formal plans has been prepared.
- d. Career planning in the Agency is at present carried out, for the most part, in an informal manner. Plans for groups or certain categories of personnel are made, sometimes with - and many times without - the respective individuals in these groups participating on a witting basis. Long-range planning is confined, to a great extent, to a few specialists in the several functional fields. In general, individual career planning is considered the responsibility of the immediate supervisor, who may or may not have perspective or interest in the development of individuals with a proficiency in more than one function.

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Planning for individuals in many instances is a series of oral discussions with the individual and thus no documentation is available as a basis or guide for future personnel and training actions which may affect him.

- e. The need for an Agency-wide program which provides some uniformity in carrying out the individual career planning function has been expressed. Some of the major problems which were pointed up in the reports of the various Career Services are listed below:

(1) It has been argued that the preparation of plans for every individual in the Agency would require many man-hours of work and plans for certain groups in the Agency are not necessary or feasible. This situation is obvious and necessitates consideration of selective criteria in determining for what groups plans should be mandatory. Applying such criteria and establishing practices which provide for recognizable priorities should cut the work-load down to manageable proportions. For example, if plans were required for members of the CIA Career Staff grades GS-7 through GS-15, who were not over 55 years of age, this group would number approximately [REDACTED]. If priority in processing plans were given to individuals in grades GS-7 through GS-12, who were not over 45 years old, the immediate work-load would involve preparing approximately [REDACTED] plans. This [REDACTED] includes persons overseas as well as in headquarters and does not take into account the fact that

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an approximate total of [REDACTED] plans has already been prepared.

- (2) If certain groups or categories of personnel are excluded from career planning, it might appear that inequities would be automatically set up. This morale problem must be taken into consideration. It could be alleviated by providing that a plan may be processed for any individual who requests it of his supervisor or Career Service.
- (3) Keeping Individual Career Plans current would be a continuing responsibility and a time-consuming factor. This situation could be met in a practical way by relating the revision or extension of plans to subsequent major personnel actions which would be expected in the normal course of the individual's service.
- (4) Many individuals are not thought to be able to prepare or propose realistic plans because they are not aware of their own abilities or potential. They also have a limited knowledge of job-types and career opportunities in the Agency. It is also recognized that it may be difficult for the immediate supervisor to offer positive advice for the development or advancement of an individual within a functional area or career field over which he has no management control and concerning which his knowledge is limited. It is for this reason that the review and approval of plans by senior and experienced officials are necessary.

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- (5) An Agency-wide program requiring the preparation of Individual Career Plans may be interpreted as authorization of a wholesale rotational program for all personnel. This would disrupt day-to-day operations. In the minds of some individuals the development objective could be overemphasized and the need to get the job done would become secondary. It has been pointed out by the Assistant Director for Operations that if one-year rotations were envisaged in every five-year plan, 20% of the Agency would be rotating at all times and at least 10% to 15% of the Agency would be spending a minimum of two to three months a year indoctrinating and briefing the rotatees. This is of course administratively impossible. A policy of individual planning is obviously incompatible with mass rotation. Supervisors and officials concerned with preparing and approving plans for individuals must apply sound management principles in which the real needs of the individual and the Agency's present and future requirements are co-ordinated.
- (6) Individual dissatisfaction and low morale may result if assignments and training proposed in plans are not implemented as planned. The Assistant Director for National Estimates says:
- "Unless these formal plans can be fulfilled in a substantial percentage of cases more problems are raised than solved. Employee morale suffers if a detailed plan is in existence and is not implemented.....A variety of reasons which may be entirely

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unconnected with the employee's qualifications, often prevent scheduled implementation of career progression...." Every employer is faced with the uncertainty of the future and the possible necessity of changing plans to effectively operate in the light of existing circumstances whether they involve men, money or things. Careful consideration must be given to this factor of implementation, otherwise the Agency's Career System becomes merely words on paper; and it may not be improper to observe that if the expectation is low that a plan can be implemented, the plan can hardly be said to have been realistically drafted. A plan is not merely a statement of an individual's desires.

- (7) In an Agency-wide individual career planning program policies must be established and enforced which provide that plans will be subsequently considered in connection with the approval of major personnel and training actions affecting the individual. This is not intended to restrict desirable flexibility of action but rather to ensure that major actions which deviate from the proposals in the individual's plan are taken after serious consideration of all pertinent factors. In line with this requirement individual plans should be made a part of an official record (i.e., placed in the individual's Official Personnel Folder) so they are available to all officials responsible for initiating and approving subsequent personnel actions. It is anticipated that plans of

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individuals may include across-the-board career opportunities. Therefore, plans should be official documents available to other Career Services when appropriate.

5. CONCLUSIONS:

As a basis for discussion, the following conclusions are formulated:

- W. H. H. H.*
- a. Individual Career Plans should be required for all members of the CIA Career Staff within the grade range of GS-7 through GS-15 who ~~are not over the age of 55.~~
  - b. Individual Career Plans may be prepared for any other staff employee or staff agent, if in the opinion of the individual or his supervisor the documentation of a plan for the individual is required or desirable.
  - c. Individual Career Plans for persons ~~GS-7 through GS-12, under 45 years of age, and who are physically present in headquarters,~~ <sup>11 - 12</sup> should be given first priority in determining the sequence for processing plans.
  - d. Individual Career Plans should be filed, subsequent to the approval by appropriate officials, in the Official Personnel Folder of the individual concerned.
  - e. An approved Individual Career Plan, along with the annual Fitness Report (Part II) Potential should be subsequently considered in connection with the approval of major personnel and training actions affecting the individual.
  - f. A major change in status, such as reassignment, promotion, change in duty between headquarters and field, should trigger the review and extension of a plan.

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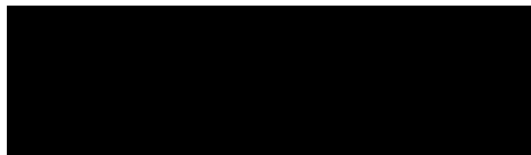
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6. RECOMMENDATIONS:

It is recommended:

- a. That the conclusions in paragraph 5 be tentatively approved as a basis for discussion, and
- b. That the CIA Career Council invite the Heads of the Career Services, and the Chairman of the Career Service Boards and Panels to a special meeting of the Council in the near future to discuss the establishment of an Agency-wide program of individual career planning.



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Executive Secretary  
CIA Career Council

Note: This Staff Study was prepared by the Development Staff,  
Office of Personnel.

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SEPARATIONS FROM CIA

APPENDIX B

Voluntary Separations of Staff Personnel  
Between 1 July 1955 and 31 December 1955  
With 3 Years or More of Agency Service  
By Reason

Agency Voluntary Separates  
Between 1 July 1955 and 31 December 1955  
With 3 Years or More of Agency Service  
Who Went to Other Federal Agencies  
Or to Private Industry

| Reason         | Number     |
|----------------|------------|
| Total.....     | [REDACTED] |
| Job.....       | [REDACTED] |
| Personal.....  | [REDACTED] |
| Family.....    | [REDACTED] |
| Community..... | [REDACTED] |

|                                |            |
|--------------------------------|------------|
| Total.....                     | [REDACTED] |
| To Private Industry.....       | [REDACTED] |
| To Other Federal Agencies..... | [REDACTED] |

ANALYSIS OF VOLUNTARY SEPARATIONS FROM CIA

An analysis of Agency separations from 1 July 1955 through 31 December 1955 shows that during that period [REDACTED] staff employees who had been in CIA for three or more years left the Agency voluntarily. Of this number, 24 reported in their exit interviews job dissatisfaction as their reason for leaving and [REDACTED] reported they were leaving for personal reasons. It is not possible to analyze statistically this group of [REDACTED] but it has been demonstrated that among persons giving personal reasons for leaving, there are those who are not willing to have their real reason for leaving the Agency officially recorded.

The report of separations for 1 July 1955 to 31 December 1955 shows that of the [REDACTED] persons voluntarily separated [REDACTED] staff employees with three years or more of Agency service left to accept other employment [REDACTED] to private industry and [REDACTED] to other Federal agencies). The action of these [REDACTED] persons indicates that they considered other employment rather than continued employment with CIA to be advantageous to them.

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APPENDIX C

REPORTS ON INDIVIDUAL CAREER PLANNING PROGRAMS

REFERENCE: Memorandum for Heads of Career Services from  
Executive Secretary, CIA Career Council,  
dated 9 February 1956

The Heads of Career Services submitted reports on their individual career planning programs in accordance with the referenced memorandum.

Excerpts from the reports from the various Career Services are included herein since it was not practical to reproduce the entire text of the reports. Direct quotations are reproduced here in order that nuances of meaning shall not have been distorted. These quotations have been removed from their context to as small degree as possible. Statistical and procedural information contained in the reports has been summarized in Appendix A.

\* Two copies of the entire text of the reports are circulating to members of the Council.

\* D/Pure Copies of Original  
Reports filed for Development  
Staff. Per [redacted]  
18 Apr. - E. [redacted]

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APP. C

SECTION I

CLANDESTINE SERVICES CAREER SERVICE

"...Procedures for the development of individual career plans, insofar as DI and DP/DM service designees are concerned, have been developed and are currently in operation. It was decided to begin the planning program with those individuals falling within the GS-11 to GS-12 grade range who are members of the Career Staff. This provides an orderly method for developing individual career plans and avoids the serious morale problem which would result from an uncoordinated effort to develop career plans for all individuals at once. The procedures being carried out by the FI and PP Career Service Panels are essentially as follows:

a. The FI or PP Career Management Officer, as appropriate, interviews the individual concerned and discusses with him the objectives of the program as they relate to him.

b. The individual is asked to think out his own ideas concerning his future course of development and to discuss them with his supervisor. He is asked to be prepared to meet in about three weeks with a working committee to discuss and further develop his plan.

c. In each case, the working group is composed of two senior officers of the same service designation as the individual from his own division and one such officer from the appropriate Senior Staff, together with the Career Management Officer.

d. This working group meets with the individual and develops a proposed plan in accordance with the provisions of [REDACTED] which is then presented for final consideration and approval by the appropriate Career Service Panel. 25X1A

e. Copies of the individual's approved plan are maintained in his Area Division and in the Career Management Office supporting his Career Panel. Thereafter, an individual's career plan is considered both by his Division and by his Career Panel in connection with any personnel and training actions affecting him.

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PP/PM Individual Career Plans

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"...The PP Panel expects to be able to complete individual career plans at the rate of [REDACTED] per month. At that rate it will take approximately two and one-half years to complete plans for all PP/PM personnel in the grades GS-5 to GS-13 inclusive. There are [REDACTED] officers in these grades. This figure is based on the assumption that all of these people will be accepted as members of the Career Staff and that they will be available in headquarters at some time during this period. 25X9



"Plans will be prepared first for all GS-11's and 12's available in headquarters who have been accepted as members of the Career Staff. At present there are 46 officers in this category. When plans for this group have been completed, plans will be initiated for the GS-7's and 9's and then for the GS-13's. The PP Panel has not yet developed a program for planning the careers of GS-14's and 15's.

#### FI Individual Career Plans

"...It is estimated that the FI Panel can complete 30 individual career plans per month during the next year. The current production is in the neighborhood of 20 per month.

"Plans are being prepared initially for all GS-11's and GS-12's who have been accepted for membership in the Career Staff. In some instances exceptions to these grade limitations are made if so directed by the FI Career Service Panel in the cases of specific individuals.

#### TSS Individual Career Plans

"The TSS Career Panel has not formalized procedures for the development of individual career plans.

"The high degree of specialization within the three major components of TSS (Research and Development, Authentication, and Technical Aids) places the individual within a narrow career pattern already determined by the nature of his specialized skills. The TSS Panel has developed studies of normal career progression within the various components of this staff. The purpose of such studies has been to earmark individuals who have demonstrated leadership qualities. When an individual is found to have such qualities, his path to eventual administrative responsibility can be readily traced. Such assignment to such responsibilities would normally follow a prolonged period of observation by senior TSS officers. Because of the intangibles present, and because during the period of observation the individual concerned must necessarily confine himself to one specific field of concentration, it has not been deemed judicious to include the individual in a step by step programming of a plan which might eventually lead him away from his particular field of interest.

"In only rare instances have career employees of the Technical Services Staff left their field of interest to pursue a career in other components of the Agency. The development of their careers within TSS will be predicated from the beginning upon those specific qualifications for which they were originally hired. The TSS Career Service Panel is of the conviction that documented individual career plans for its employees might well result in a problem of morale quite adverse to the purpose intended by the implementation of the program in other components of the Agency.

Clerical (DS) Individual Career Plans

"...To date there have been insufficient personnel available for the Career Management support of the Clerical Panel to provide a mechanism for individual career planning. In addition, attrition is so great among the DS group and the developmental possibilities are of such comparatively narrow scope that it has not been feasible to date to formalize procedures for individual career planning. This does not preclude the desirability of career planning for selected individuals, but an equitable basis for the program has not been developed beyond the discussion stage."

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## SECTION II

### THE INTELLIGENCE PRODUCTION CAREER SERVICE

#### 1. The National Estimates Career Service

"...We recognize that a program of detailed written career development plans, projected step by step into the future, may be necessary in larger components of the agency. However, we believe that such a program has serious drawbacks even in the larger offices, and is particularly inappropriate for a small office such as O/NE...

"O/NE has operated on the principle that effective career development comes from a knowledge on the part of each employee that he is encouraged to discuss his job preferences and career intentions with his supervisor; that his superiors are interested in his future; and that the agency will implement career development of qualified employees. It comes also from responsible supervision and from continuing surveys by each Office Career Service Board of the employees under its guidance. All this is admittedly more difficult in the large components of the agency.

"In O/NE we have encouraged personal interviews of employees with their supervisors. We have had many employees appear before the Career Service Board for a full discussion of career development and job progression. Our Board has under continuing consideration the professional growth of its employees. We think this practice is effective and we believe morale is improved by it.

"In sum, our position is that career development should be a matter of serious concern to responsible officials in every segment of the agency. Its effective implementation will vary in different offices. For an office as small as O/NE, we feel that individual consideration at normal, appropriate, flexible intervals is preferable to any written plan, detailed in advance, which may be unrealistic and which in most cases will probably prove to be impossible to implement."

- - Sherman Kent

#### 2. The Current Intelligence Career Service

"...Individual Career Development Plans are submitted by individuals outlining their desires, alternatives, and preferences for career development. Implementation of these plans is dependent upon the success of negotiations with other Boards, particularly those in the DD/P..."

### 3. The Basic Intelligence Career Service

"...This Office has serious reservations regarding the feasibility, or even the desirability, of preparing Individual Career Development Plans on any across-the-board basis. The reservations stem from various considerations, all centering upon the questions of the need and usefulness of individual Plans for each employee. For example, are Plans to be prepared on personnel GS-5 and below, or GS-15 and above? Should an individual over 50 years of age have a Plan, or an individual over 60? Should a Plan be prepared on a person not a member of the Career Staff? In short, if Plans are not to be prepared on everyone, what are to be the criteria for a selective preparation of Plans?

"From the office management point of view, the desirability of preparing Plans needs careful study. While some temporary boost in employee morale might result from calling in each individual and ascertaining his wishes and objectives in the future, it is believed that, unless some mechanism is in being to implement each individual's wishes, particularly where they relate to extra-Office rotation, the long-term effects might well be employee dissatisfaction over a supposed failure by management to fulfill what the employee may regard as a tacit promise contained in the Plan.

"Another problem in preparing Plans lies in the fact that the individual DD/I Offices generally have insufficient knowledge about the personnel requirements, openings, possibilities, etc., of other Offices, to say nothing of the DD/P Area, to effectively advise or otherwise aid the employee in the development of any Career Development Plan that envisions movement outside the Office.

"This Office has always encouraged its employees to look forward to service in the Central Intelligence Agency as a career. It recognizes the need for developing in qualified individuals the knowledge, background, and understanding necessary to perform skillfully in the vital work of the Agency at large and of the Office in particular. To this end, constant observation and counseling of employees takes place. Each fitness report contains the considered recommendations of the reporting supervisor for future training or other appropriate action for the development of the individual reported upon; these recommendations are carefully noted and weighed by the office management. This process has, over the years, resulted in the career development, through training opportunities or progressive professional development in this Office and in transfers to other offices and components, of those individuals whose job-performance and abilities so warranted, although it has not produced any formally written, agreed upon, and approved Individual Career Development Plans as such..."

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4. The Research and Reports Career Service

"...The...report should not be construed as indicating that ORR has not given thought and consideration to the problem of the development of individual written career development plans. On the contrary, career planning has been and continues to be an item of foremost importance to this Office and its Career Service Board. However, a thorough analysis of this problem, at least in its application to ORR, resulted in the unanimous opinion of the Board members that a program which requires the preparation of individual written career development plans is neither workable nor particularly advisable from the management standpoint. Serious consideration must be given and is given by ORR to the development of required professional competency within the various aspects of the ORR's intelligence production responsibilities principally through the sponsoring of individuals to training courses and the assignment of individuals to certain jobs for the purpose of acquiring on-the-job training and experience. This process is exercised by management in conjunction with the known capabilities of the individual, his stated desires and the requirements of the Office to maintain adequate manpower strengths properly to perform its mission. Very often, self-initiated requests for training cannot be granted. It is believed that any official requirement that individual career plans be developed by the individual would be a serious error and would lead only to disillusionment when written and approved plans cannot be realized. On the other hand, we believe that effective career development can be achieved through a cooperatively-arrived-at understanding between supervisor and employee on individual deficiencies, strengths, training or new work experiences needed to take advantage of successive future opportunities for career advancement.

"The ORR Career Service Board expects to recommend, within the next sixty days, a Career Development Policy which will establish the ORR position that the objectives of career development can be met through the following process:

- a. The counseling of individuals by their immediate supervisors regarding their capabilities, performance, aspirations and opportunities.
- b. The utilization of position standards and written qualification requirements in planning progression of individuals within the several professional career fields found in ORR.
- c. The education of supervisors in ORR in order that they will apply sound management principles in the full utilization and development of the human resources within their areas of responsibility..."

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5. The Scientific Intelligence Career Service

"...The Office of Scientific Intelligence has taken the following steps toward the establishment of an individual career planning program:

a. The Office policy for the initiation of individual career plans has been established as indicated in ... the approved draft of the OSI Fitness Report regulation. This policy will go into effect as soon as the Handbooks on the Fitness Reports are received and supervisors are instructed in the use of the new form.

b. The regulation requires that a memorandum outlining the individual's career development be attached to the initial and annual Fitness Report on all employees. This memorandum will be placed in the individual's Office Personnel Folder and will be reviewed by the OSI/CSB during the semi-annual review of individuals in the zone of consideration for promotion. The memorandum will also be reviewed by the supervisor and discussed with the individual each year when the annual Fitness Report is prepared and revisions will be made as appropriate.

c. The length of time covered in the plan depends on many factors, i.e., the potential of the individual, length of training courses planned, whether rotation overseas or attendance at Defense Schools is contemplated or an individual's career plan may be limited to his present assignment for the foreseeable future.

d. As an aid to the establishment of an effective and practical career development program, OSI has in final form an OSI Training Handbook designed to assist supervisors and analysts in the selection of training courses.

e. Since it is recognized that rotation to other components in the Agency is limited for a large number of OSI scientific and technical specialists who are not and, do not aspire to be administrators, various types of assignments in other components which might provide an opportunity for qualified individuals to broaden their experience and become better intelligence officers are being compiled to be used by supervisors as appropriate.

"In order to carry out its mission, OSI must employ a large number of individuals whose education and previous experience qualifies them for the higher grades (GS-12 - GS-15). Since over a number of years, the opportunity for promotions are thereby limited, other means of compensation for the individual must be devised. This is being given careful consideration by the Board..."

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APP. C

SECTION III

THE OPERATIONS CAREER SERVICE

"...At various meetings over the past two years, the Office of Operations Career Service Board has discussed the advisability of preparing career development plans for all personnel. The Board has always been of the opinion that such plans should be optional and not mandatory...

"...We readily admit that preparing career development plans for some personnel would have a good effect on morale in the initial stage. The bad morale effects would not become evident until after the first or second year when it became apparent that such mandatory career development plans were not being implemented.

"We firmly believe that individual career development plans represent only an aid to proper career development and personnel management, and we fear an aid of very doubtful value if not promptly and effectively implemented. We feel that career development is essentially the utilization of manpower, first for the greatest benefit to the Agency, and secondly for the greatest benefit to the individual; that it is knowing the capabilities of our personnel, recognizing their desires, and assuring that personnel are well trained and available for more responsible jobs either in the various Divisions of this Office or in other components of the Agency. It is a matter primarily of good personnel management and training.

"In our programs for career development and personnel management, almost never reduced to formal writing, we believe that we have been eminently successful over a number of years and are continuing to be so...

"...We repeat that in the opinion of this Office career development planning is only an aid to career development, and career development in itself is only another phrase for proper personnel management. Therefore, to avoid the difficulties and dangers of mandatory formalized career plans, we recommend:

a. That formal career development plans approved by a Career Service Board be not made mandatory. These should be optional as under present regulations.

b. That, although not mandatory, individuals should be urged to make a short statement in regard to their desires and intentions...

c. That these statements should not receive formal approval by Career Service Boards and should merely be incorporated in office personnel files as management tools and guides to be used by supervisors. This should be firmly understood by all personnel.

d. That the initial statement of desires or intentions should be attached to the retention copy of the next fitness report. This would insure automatic review on a yearly basis."

- - George G. Carey

## SECTION IV

### THE CENTRAL REFERENCE CAREER SERVICE

"The concept of individual career development planning for OCR personnel was inaugurated at the eleventh meeting of the OCR Career Service Board on 16 April 1953. At this time, each Division Chief was asked to prepare long range career development plans for several of their most promising employees covering a period of approximately ten years. These plans were to be flexible and subject to continual review, edition, and deletion.

"Individual Career Development Plans were to be prepared through the combined efforts of the individual concerned and his respective supervisors. After preparation, the career plans were to be submitted to the OCR Career Service Board for review and approval. As indicated in the first announcement by the Board, the plans were to be subject to revision by the individual, his supervisors, or the Board whenever necessary. Implementation of the plans would take place through joint action of the individual's supervisors, Career Service Board, Administrative Staff, and Training Liaison Officer.

"At the thirteenth meeting of the Board, twenty-four individual long range career plans were submitted by the various divisions. These plans were to be placed in the individual's personnel folder, and action was to be initiated by the divisions at the proper time. Since then, various phases of some of these plans have been implemented wherever feasible. As many of these original plans were for key personnel such as branch chiefs, implementation of certain phases did not appear possible without harming the service mission of OCR. Furthermore, without a definite system for providing capable replacements for those who are absent on long term rotation or training programs, further difficulties were encountered in the implementation of certain plans. Consequently, most phases in these career plans have been limited to shorter term rotation and training programs.

"The greater part of OCR's career planning, however, has been of the informal type, where the individual plans, with the aid and guidance of supervisors, his future development without necessarily presenting it in written form. In these instances, individuals embark upon rotation plans and training courses whenever the necessity and opportunity arises...

"The very nature of OCR's structure, organization, and mission presents innumerable problems in individual career development planning for a large segment of OCR personnel. Since OCR has no representatives in overseas stations, it is virtually impossible to send personnel on overseas tours under OCR auspices. Furthermore, large scale rotation of individuals would impair the workings of the Office unless replacements were supplied for those who were on rotation. Nor does OCR have a great demand for certain skills and facilities that would justify sending a large number of personnel on long term training programs. Thus due to these factors, the type of long range individual career planning that appears to be envisioned would be extremely difficult without an expanded overall Agency framework to provide for this..."



SECTION V

SUPPORT CAREER SERVICE

1. Administration Career Service

"...In the summer of 1954 the Deputy Director (Support) directed the appointment to his own office T/O of a Career Management Officer. For this purpose a Career Management Officer position was established, whose incumbent has the responsibility for the preparation of individual career development plans for all SA designees. Completed plans are submitted to the Administration Career Board for review, comments and recommendations to the Deputy Director (Support). Approval of the plans is given by the Deputy Director (Support). Implementation of the plans is to be carried out by the Executive Secretary for the Administration Career Board, the Career Management Officer and others who are engaged in the rotation and reassignment of CIA personnel. Revision of the individual programs is to be made by the Career Management Officer, with the advice and recommendations of the Administration Career Board and the approval of the Deputy Director (Support).

"Planning was first initiated for those SD, SA designees in the middle (i.e., GS-9, GS-11) grade levels. It was felt that in these grade levels would be found those who had had sufficient Agency experience by which Agency growth potential could be judged and which potential at the same time could be expected, by intelligent planning, to be more easily realized.

"The Career Management Officer originally devoted his time to securing all information possible concerning positions and their requirements within the purview of the Administration Career Board. Using the plan outlined in the preceding paragraph he then began conducting series of interviews with SA designees, supervisors, Office of Training officials and other appropriate individuals. Six plans were completed (one of which is attached, "Eyes Only," for the Executive Secretary, CIA Career Council) and two were reviewed and approved. Approximately ten others are in various stages of processing.

"When the first two plans were presented to the Board, recommendation for approval was given, but it was suggested that the basic curriculum vitae be abbreviated as much as possible. It was at this point that the then Career Management Officer was reassigned as Executive Secretary for the Administration Career Board. For the past year there has been no incumbent in the Career Management Officer position and therefore no further, formal, individual career development planning."

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## 2. Budget And Finance Career Service

"...The SF Career Service Board was established 18 August 1952 and is comprised of a Chairman and seven members who are Division and Staff Chiefs of the Office of the Comptroller. During this period, the Board has engaged in a review of promotions, reassignments, headquarters and overseas assignments of all personnel carrying SF designation, and review of problem cases. For example, a total of [REDACTED] personnel were assigned to and from the field during the Calendar Year 1955. This does not include headquarters assignments within the components of the Office of the Comptroller and other offices here at headquarters where the SF Board is required on a continuing basis to place qualified personnel. In addition, training requests, both internal and external are reviewed and approved by the Board.

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"A review of the activities of the work performed by the SF Career Board and the Head of the SF Career Service indicates that the duties and responsibilities as enumerated in Regulation [REDACTED] have been carried out in a satisfactory manner.

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"Due to the lack of sufficient personnel to handle the additional workload, the Office of the Comptroller has not developed a formal program for the preparation of formal written individual career development plans. All individual career planning is being done on an informal basis. For example, the [REDACTED] personnel mentioned in paragraph 2 above were interviewed by their respective Division Chiefs and in almost all instances by the Comptroller personally, at which time their new assignments were discussed together with plans for future assignments and training. Our advanced individual planning has been the nature of arranging for proper training courses, both internal and external, rotation at headquarters to various positions in preparation for an overseas assignment, return to headquarters for further training and assignment.

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"The program as presently followed by this Office is as complete as can be entered into unless additional personnel are made available and assigned full-time responsibility to prepare written career plans. If such direction were implemented and personnel were assigned on a permanent basis, it would be our opinion that such plans should be restricted to certain grade levels, such as GS-11's and above.

"Due to the ever changing nature of our operations, turnover in personnel and other factors, individual career plans will always be in a state of constant change, therefore, this Office doubts the practicality of a program which contemplates the preparation of a formal detailed individual career plan for each employee."

- - E. R. Saunders

### 3. Communications Career Service

"...There are no Office of Communications publications establishing individual career programs as such. However, as indicated in OS Order 3-55 (copy attached), the Director of Communications takes an extreme interest in securing that each individual has a Plan and that it is compatible with personal and Agency requirements.

"Every member of the Communications Career Service, with a few exceptions, has an approved Plan which covers a period of at least two years. Plans currently in process are for those individuals who are about to complete a Plan already in existence or new EOD's with the Office.

"It is necessary that all individuals in the Communications Career Service have a Plan.

"Basically, reassignment, promotion, completion of an overseas tour, or preparation for an overseas tour "triggers" the initiation of the Plan.

"Completed Plans are primarily maintained in a reference file for the Career Service Board. However, copies of the Plans are also maintained both in the individual's official Personnel File and Communications file and a copy is retained by the interested division within the Office of Communications.

"There are attached, as examples, two consecutive Plans for a member of the Communications Career Service. Barring emergencies, these Plans cover a period of at least four years. Statistics furnished in the quarterly reports of the activities of the Communications Career Service will indicate the number of similar Plans approved each quarter."

- - [REDACTED] 25X1A9a

### 4. Medical Career Service

"...No Medical Staff notices, regulations or memoranda have been issued on this specific subject, but Medical Staff Regulation, No. 7-55, "Policies Relating to Employment and Career with the Medical Staff", dated 30 December 1954, is utilized for guidance.

"The informal Individual Career Development Plans that are currently in effect for SD:SM employees were developed, reviewed, and approved on an ad hoc basis...

"...No Medical Staff personnel are required to prepare their own plans. However, the Field Reassignment Questionnaire from an overseas SD:SM individual, for example, is acknowledged by a personal dispatch from the Chief, Medical Staff which discusses the individual's future and includes, in most cases, the planning action recommended by the Medical Staff Career Service Board.

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"The Medical Staff uses certain categories of personnel for whom career planning is not indicated. These include military personnel detailed for periods of one to three years, contract physicians engaged for a two-year period, and finally certain professional personnel engaged under contract for part-time work of a consultative nature. None of these are Staff Employees, and therefore, no career planning is required.

"This staff has established no priority or sequence by which planning proceeds. Of those nine SD:SM individuals for whom informal non-written plans are in effect, eight are members of the Career Staff or have completed three years service and have stated their intention of applying for Career Staff membership; their grades range from GS-8 to GS-15.

"Data pertaining to the informal career planning mentioned is maintained in the personnel files of this staff; certain additional data, whenever formal training is involved, is maintained in the training files of this staff."

[REDACTED]

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#### 5. Personnel Career Service

"...It is expected that practically all SP employers who are members of the Career Staff will be asked to prepare individual Career Plans. There will probably be a very few employees who will not be asked to prepare their individual Career Plans due to the particular specialized nature of their work, or due to certain personal limitations of the individual in question.

"In terms of Plans in process, it is our intention to provide for Career Service review a "cross section" of different types of Plans from diverse physical locations in the agency. It is expected that once a sufficient number of Plans currently in process are received, a general "go ahead" will be given by the Personnel Career Board in order to apply more rapidly the individual Career Planning Program throughout the SP Career Service. It is contemplated that following consideration of Plans "currently in process" that priority will be given to Career Plans on the GS-11 and GS-12 level. It is felt that these particular grades are most critical, and demanding of higher priority..."

[REDACTED]

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#### 6. Security Career Service

"Individual career development plans have not been prepared for personnel in the Office of Security. Informal planning has been done in preparing Security careerists for assignments in [REDACTED] and the implementation of these plans has resulted in the progressive advancement of many of the individuals concerned.

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"The Office of Security has developed the skills required of its personnel through formal courses, on-the-job training, conferences, and individual guidance. It has fostered the growth of its junior personnel by assignments of an increasingly responsible nature, supplemented in some cases by the Management Course.

"Security Officers, before assignment overseas, are given a planned course of training, including a specialized Security Officers' Field Course, the Basic Orientation Course and the Operations Familiarization Course, with additional technical training (provided by TSS) as required in individual cases. Upon their return from overseas they are provided with necessary refresher training and are assigned to positions within the Office of Security or detailed as Security Officers within other components of the Agency. In determining the placement of returnees consideration is given to the requirements placed on the Office by the other components, as well as the capabilities of the individual and his expressed preference for reassignment shown on a questionnaire prepared six months before his departure from his overseas post.

"The grade levels of the personnel involved in these rotation assignments range from GS-9 to GS-15. In addition, GS-5 through GS-7 clerical and stenographic employees are provided for rotation assignments overseas. These persons are furnished appropriate Support training prior to departure for overseas and upon their return are assigned to suitable secretarial or clerical duties at Headquarters or in the Security field offices. Informal planning includes the development of clerical and stenographic personnel of this Office, and the progressive advancement of the female employees to positions of a professional grade (above GS-7).

"At present there is being prepared within the Office of Security, for consideration by the Career Service Board, projected planning for the next two years in the matter of selection of personnel for replacement of those Security careerists who are at present in overseas assignments as well as in domestic assignments in other components of the Agency. When the individuals are selected, their replacements will be chosen and training will be provided..."

- - Sheffield Edwards

#### 7. Training Career Service

"...A statement of procedures for the preparation, review, and approval of plans is contained in OTR Regulation 20-7; revisions are submitted annually on Form #839. The annual review of each plan by the OTR Career Service Board assures implementation..."

"...At the end of calendar year 1955, Career Plans had been completed and approved for all OTR headquarters personnel except those individuals who entered on duty during that year. Commencing January 1956, all individuals will resubmit Career Plans for review by the OTR/CSB, according to the previously established schedule.

"All employees in the OTR Career Service are required to prepare plans. Employees in other Career Services will prepare plans to cover their tour of duty in the Office of Training. School and Staff Chiefs, and certain other senior officials so designated to the DTR, submit their Career Plans directly to the Head of the Office of Training Career Service.

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"Each individual assigned to OTR prepares his initial Career Plan. This plan will be processed according to established procedure and presented to the CSB along with the plans of all other members of his School or Staff.

"Career Plans of ST designees physically assigned elsewhere in the Agency will be forwarded to the OTR/CSB for presentation at the next appropriate meeting.

"A copy of an individual's plan, along with the decision of the OTR Career Service Board regarding such plan, is retained in the Personnel Section/OTR.

"While the School or Staff Chief concerned is responsible for implementing the plan of each individual, the Career Management Officer will assure execution and fulfillment of all such plans through periodic consultation with the appropriate School or Staff Chief."

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### 8. Logistics Career Service

"...The necessity for establishing...a program, which provides for long range career planning for selected groups and individuals within groups, was recognized and discussed by our Career Board as long as two years ago. It was likewise recognized at that time that a firm base did not exist upon which to establish a program which would encompass all individuals engaged in the widely divergent activities of this Office. Acting upon the need for specific information upon which to plan individual programs, biographical and other information has been obtained from approximately [REDACTED] designees 25X9A2 which may now serve as a body of data upon which to base a program.

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"In addition to the foregoing effort, the Logistics Career Board plans, as far as possible in advance, to effect a rotation program of SL designees to and from SL designated positions located in DD/P and elsewhere outside the Office of Logistics. Individual career counseling services relating to career development, training, and employee interests and desires are being provided daily to SL designees by Office of Logistics supervisory personnel and the OL Personnel and Training Branch.

"The types of positions and the personnel employed by this Office vary widely as to qualifications. Individual programs developed for employees in certain groups where the probability of consummation of these programs is highly questionable, could only result in serious dislocation of an office-wide program.

"In view of the work done to date, it is felt that this Office is now in a position to undertake an Individual Career Planning Program on a basis sufficiently selective so as to assure the success of the individual plans. The assistance of the CIA Career Council in developing such a selective program, would be of material benefit."

- - James A. Garrison

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